

# Models for Social Good: How Social Ventures Differ on Dimensions of Culture, Marketing, and Operations

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## **Abstract**

Social ventures are defined as start-up organizations with a social focus. As a whole, the current climate of social entrepreneurship and social ventures is volatile, still not clearly defined, and not very well understood by the general public and those that may be interested in pursuing an opportunity within this field. However, the current body of literature lacks any systematic classification of social entrepreneurship and fails to recognize how dimensions such as culture, marketing, and operations can vary even further within the field. This thesis creates an analytical framework along three dimensions (culture, marketing, and operations) and qualitatively analyzes eight cases of young, food and beverage social ventures in New York. This study intends to add another level of organization (the business model typology) to this ambiguous field, understand how firms of different models differ along culture, marketing, and operations, and develop a clearer sense of direction of where research in social entrepreneurship should go.

**Key Words:** social entrepreneurship business model, social ventures, culture and values, marketing, operations

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## **I. INTRODUCTION**

### ***1.1 What is a Social Entrepreneur?***

In recent years, the concept of social entrepreneurship has attracted much attention in the business world. A 2015 Forbes article defines the social entrepreneur as one who “explicitly aim[s] to permanently and systematically transform a miserable or unfair societal condition” through a business venture (Denning, 2015). Another piece of research defines social entrepreneurship as brilliant organizations that create products and services that drive social change and improve the lives of many (Martin & Osberg, 2015). Yet others define social entrepreneurship as “a mission-driven [firm that] uses a set of entrepreneurial behaviors to deliver a social value to the less privileged [...] that is financially independent, self-sufficient, or sustainable” (Abu-Saifan, 2012). Beyond these three definitions exist an abundance of phrases circulated by both the academic community and practitioners to explain social entrepreneurship. Highlighting these three unique definitions of social entrepreneurship highlights a bigger issue: an agreed-upon definition of this field does not currently exist. Despite this lack of agreement on definition, these ventures share two common themes: novel issues to societal issues and making a positive impact on society in areas such as the environment, food insecurity, health, and more.

### ***1.2 The Importance of Impactful Businesses***

With the rise of social entrepreneurship in the business community has come a wider appreciation for how business can become meaningful again. As the world and its problems evolve, the way we solve these issues must evolve as well. Professor Gregory Dees (2001) of Duke University states that “social entrepreneurs are needed to develop new models for a new century.” While this field of business is critical to the advancement of society, its lack

of consistent information often deters potential social entrepreneurs from taking an initial leap of faith. For example, it was found that many students have pre-conceived notions of factors such as potential social impact, feasibility, and financing which act as preventative barriers for success in this area (Ashoka, 2013). Because of the field's lack of definition, structure and best practices vary to a large extent across industries and firms, leading to confusion and caution of becoming a successful social entrepreneur. The following thesis aims to provide an element of structure and understanding to this continually evolving field.

Social entrepreneurship is also a quickly developing field. Within the United States alone, there are approximately 10 million people working in social entrepreneurship, and revenues of the industry are roughly \$500 billion. This constitutes about 3.5 percent of the United States GDP (Thornley, 2012). Outside of the United States, social sector organizations can comprise around 5 percent of the GDP and in some cases, employ 10 percent of the workforce (Social Impact Investment Taskforce, 2014).

With size and growth on its side, the field of social entrepreneurship seems to have a bright future ahead, abundant with possibility to make a lasting impact on society. However, if the continued lack of clarity and understanding of social entrepreneurship persist, both practitioners and academics may miss out on the opportunity to learn best practices and scale social ventures in the most efficient way.

### ***1.3 Roadmap***

The following section reviews some background information that will lay help with a foundational understanding of key concepts. Section 3 looks at current literature in the field and assesses where there are opportunities for future research. Section 4 looks at the

methodology, including the propositions, sample, and analysis. The analysis is a qualitative case study of eight social ventures. I attempt to explain whether or not there exist distinct differences along three dimensions (culture, marketing, and operations) between certain business models of social ventures (product-, service-, and donation-focused) using an analytical, qualitative framework. After the analysis, the propositions set forth in section 4 will be revised. Section 5 looks more closely at the results gathered from collection. Finally, sections 6 and 7 discuss key themes, present the revised propositions, and conclude the thesis.

## ***II. BACKGROUND INFORMATION***

The following section briefly describes a few topics that will be helpful for reference as a reader. First, the section overviews the business model typology that was used to select sample cases, further outlined and defined in Section 4.3 and Table 4.3.1 located in Appendix C. Second, the section describes what a B Corp is. All cases chosen for this research were B Corps. The sample is further outlined in Section 4.4.

### ***2.1 The Development of the Business Model Typology***

In this research, a new classification based on business model of social venture will be used to categorize firms and look at differences along three key dimensions. The typology includes product-, service-, and donation-focused social ventures, which will be further explained in Section 4.3. While the author's experience with social ventures and conversations with industry experts influenced the development of the product, service, and donation categorizations of social entrepreneurship used in this study, available literature hints at the various, distinct business models that exist within the field. The available literature does this by first, providing tangibles through a case study, but also by

second, identifying a similar typology that categorizes social entrepreneurs by their actions. This similar, existing typology had more fluid categorizations that only hinted at business model as a main differentiator. Thus, a new typology was created to more distinctly and specifically segment ventures based on the business model.

Seelos and Mair (2005) utilized case studies to better understand what social entrepreneurs were to begin with. The resulting definition was that social entrepreneurship “creates new models for the provision and services that cater directly to basic human needs that remain unsatisfied by current economic or social institutions.” The initial distinction between product and service gives light to the nuance already. When looking at how the definition was created, Seelos and Mair looked at three unique cases in developing regions: The Institute for OneWorld Health, Sekem, and Grameen Bank. Conveniently, these three cases operate in completely different ways. Institute for OneWorld Health develops pharmaceutical research and products for poverty stricken areas, Sekem donates its profits to institutions such as schools, an adult education center, and a medical center, and Grameen Bank lends money to smaller organizations/local entrepreneurs that need start-up capital (Seelos and Mair). These align with the product-, service-, and donation-focused social ventures typologies that were created for the purpose of this study.

In addition to the definition driven by these unique cases, Martin and Osberg (2007) identified a typology that distinguished firms based on the type of actions they displayed in relation to social entrepreneurship. The first model is Social Service Provision, which is defined as a committed individual who identifies an unfortunate stable equilibrium and sets up a program to address it, but it does not aim to achieve large scale. The second is

Social Entrepreneurship, which by definition identifies an unfortunate stable equilibrium with an innovating business model that aims to achieve a long-term shift in this equilibrium. A key distinction between this and normal entrepreneurship is in the value proposition; social entrepreneurs have no motivating notion to make a personal profit. The third classification in the study is Social Activism, which is still motivated by a poor stable equilibrium but disrupts this equilibrium through the persuasion of other stakeholders to take action, such as NGOs, customers, community members, etc. (Martin and Osberg). Where this study relates to the thesis is the overlap between the three models that cause hybrid models of social entrepreneurship to exist, identified by Martin and Osberg. The overlap furthered the idea that multiple forms of social entrepreneurship exist when looking at the firm's type of action to pursue its mission. The Social Service Provision and Social Entrepreneurship hybrid gives way to a service-focused social venture in the sense that the provision of social service can be the main action of mission fulfilment. Conversely, the hybrid of the Social Activist and Social Entrepreneurship loosely relates to the donation-focused venture that disrupts an unfortunate social equilibrium through indirect action and influence in the form of donations.

Examples within the Minneapolis social entrepreneurship community illustrate these classifications. First, ASIYA exemplifies a product-focused social venture through its "sport and active-wear brand striving to level the playing field for Muslim females everywhere" ("ASIYA"). This venture sells a tangible product, a line of sport hijabs, to enable and promote its mission of women and Muslim empowerment through sport. Second, Springboard for the Arts illustrates social entrepreneurship through service. This organization is an online platform that connects local artists to creative opportunities, both

paid and volunteer, to promote creativity and culture (“Springboard for the Arts”). While this venture does not have a tangible product to sell, its platform acts as a service to artists in order to further its own mission of integrating arts into the local community. Finally, Finnegan’s Brewery represents an organization that is donation-focused in its pursuit of mission. Finnegan’s regular operations as a brewery provide revenue to fund its charitable giving (“Finnegan’s”). Though its service or product does not necessarily fulfill a mission, all of Finnegan’s profits go towards feeding the hungry in the local community and allows them to give back. These three organizations are just a few examples I have encountered that exemplify the classifications that will be researched in the thesis.

## ***2.2 B Corps: An Emerging Classification***

To provide standardization to this field, institutions have created certifications or classifications to help consumers and broader society identify social entrepreneurs and build a community of socially conscious businesses. The B Lab is one such non-profit that has created the “B Corp” classification (“About B Lab”). Certified B Corps lie in between for-profit and non-profit companies. These are businesses who not only participate in corporate social responsibility initiatives, but make it a central part of how they set their goals and run their business. To become certified, the organization must take an impact assessment that measures their social benefit along 5 dimensions: impact on environment, workers, customers, community, and governance within the company. If scores from the assessment exceed a minimum threshold, the company is certified a benefit corporation. Several large and notable examples of B Corps include Patagonia, Warby Parker, and Ben and Jerry’s. It is important to note that “B Corp” is not synonymous with “Benefit

Corporation.” A Benefit Corporation is a type of classification of corporation with legal requirements and stipulations in 27 states.

### **III. LITERATURE REVIEW**

#### ***3.1 Introduction***

This thesis aims to understand how three forms of social entrepreneurship differ on three key dimensions: culture, marketing, and operations. While existing literature touches on how social entrepreneurship, when compared to other industries, uniquely operates on these three dimensions, little has been done to look at the nuances among these three dimensions from one social venture to another. The following literature review will create a better understanding of social entrepreneurship through the lens of culture, marketing, and operations. Given the variation in social entrepreneurship types stated in the background section, this literature review looks more specifically at social entrepreneurship and how culture, marketing, and operations fundamentally differ between product-, service-, and donation-focused social ventures.

#### ***3.2 Social Entrepreneurship and Culture***

Before one can begin to understand the nuances of culture within social entrepreneurship, it is important to develop a baseline understanding of how the culture of social entrepreneurship differs from traditional entrepreneurial ventures. The culture of traditional ventures is characterized by high risk, high achieving, and innovation. However, the culture of *social* entrepreneurship exhibits these same characteristics, but adds a layer of social mission fulfilment as a main priority (Abu-Saifan, 2012). This suggests that the biggest distinction between social entrepreneurship and its traditional counterpart is a greater culture and focus of societal benefit.



A study assessing culture within social entrepreneurship notes two distinct cultures in these firms (Dees, 2012). The first is a culture of charity and the second is a “contemporary culture of entrepreneurial problem solving.” In the research regarding the latter culture, it was found that the most common performance measure for nonprofits was the ratio of overhead expenses to total expenses, which hardly relates to the firm’s ability to fulfill their social mission. The definition of the two cultures points out how the performance success factors are strikingly different from one versus another. While the culture of charity and social driven motivations is built into what a traditional social venture looks like, an entrepreneurial culture has rooted itself in what success looks like for a modern day social entrepreneur (Sandberg, 2008). In some cases, the overall social mission of the entrepreneur orients the entrepreneur to success factors that relate more to larger corporations or an entrepreneur outside of the non-profit space. Finally, other research notes that organizational culture within a social business can be directly tied to the organizational mission statement (Toshio, 2002).

This previous research provides a great basis by highlighting the nuanced cultures that exist within social entrepreneurship. However, these nuances are not looked at systematically and are not tied to specific classifications of social entrepreneurs. This thesis will add the well-defined layer of business model type to understand how culture shifts as one moves between product-, service-, and donation-focused firms.

### ***3.3 Social Entrepreneurship and Marketing***

In general, loyalty to brand is a main objective for marketing practices in any firm. However, for the social entrepreneur, marketing is a main platform to attract customers through the communication of its mission, values, and social goals (Park, Chung, Hall, et. al,

2016). Previous research found that a large part of marketing-driven customer loyalty within social entrepreneurship is derived by the prevalence of social cause involvement, identification, and commitment that customers perceived from social media platforms. There are two main takeaways from this study.

The first is that marketing with the social ventures is more than getting the message about the product and brand; it is about communicating social causes and promoting a deeper relationship between the customer and social cause. This creates a case for further study; if marketing for social entrepreneurship has different fundamental underpinnings than traditional social entrepreneurship, it may be important to understand the nuances even within the industry itself.

The second takeaway is that social media as a proxy for marketing and messaging is a useful indicator in the context of social entrepreneurship. By understanding this validity and relationship, the researcher can use social media to better understand the marketing motivations of social ventures. Additional research reiterates that social media is one of the most effective ways to communicate the mission of a social venture to consumers or populations that are disparately impacted by an unfortunate social status quo (Shafigullina and Palyakin, 2016).

These two studies provide background to how social entrepreneurs use marketing for more specific purposes. They also validate why social media can be an important tool for social entrepreneurs to drive customer loyalty, which is again derived from alignment with the cause communicated through social media channels. However, these two studies do not consider the role of the social venture's business model to explain specific marketing nuances within the industry. The current literature also lacks a holistic marketing

perspective, mainly focusing on how social media marketing is different among social entrepreneurs.

### ***3.4 Social Entrepreneurship and Operations***

When looking at social entrepreneurship in relation to other industries, the key distinctions include a lower degree of focus on financial success, direct actions that tie the business to its mission versus simply acting in a socially responsible manner, and higher dedication to *multiple* bottom lines and not solely sales or revenue (Boschee & McClurg, 2003). These key differentiators cause such businesses to adapt certain parts of their operations to more directly work towards these identified goals.

Within social entrepreneurship, operations is a broadly defined term when talking about a firm, encompassing things from financing to organizational structure. In regards to finances, the importance of access to capital and revenue generation is high. A concept that affects social ventures throughout its existence is marketization, which is defined as the increasing focus on market-related success factors, primarily related to financials (Sandberg, 2008). As marketization has permeated social entrepreneurship over time, operational characteristics such as greater efficiency and innovation have risen as defining factors of success and progress. In order to access this capital, social ventures utilize a variety of sources. These include crowd-sourcing, social investment brokers, grants, innovation funds, social lenders, social venture capitalists, and much more (Shanmugalingam et al., 2011). The different forms of financing are just one piece of the puzzle. Another study looks at how social ventures have fundamentally different business models and operations to pursue different strategies at varying stages in their business life cycle (Bocken et al., 2016) Market penetration, market development, and diversification

are just a few of the identified strategies utilized by social ventures. The study noted that social ventures used different strategies and shifted the way their operations were run as they moved into older stages of their business life cycle. This contributes to the idea that within social entrepreneurship, operations can change along a specific cross section.

Research on social entrepreneurship and the nuances of operations within the field help identify key metrics that one can use to assess social venture operations. It corroborates the idea that access to capital and operational strategy are critical in sustaining social businesses and the operations they have set forth. The gap in the research lies in the lack of systematic classification when talking about operations within social ventures. Similar to the research on other key dimensions, this area also lacks the cross section of business model, which this thesis aims looks to further understand.

### ***3.5 Conclusion***

While research on social entrepreneurship is still relatively new, much of the current literature has attempted to find definition and clarification in what the field is and how it contrasts from regular entrepreneurship. Across culture, marketing, and operations, there are clear characteristics that make this field unique. Within culture, a strong link to social impact, social good, and overarching mission are core to the existence of a social venture. In marketing, social media platforms have been analyzed and understood to be one of the strongest ways to generate customer loyalty through communication in the aforementioned social cause. Lastly, across operations, there are clear distinctions in strategy, funding, and more that exist within social entrepreneurship. The common gap among these three dimensions is the lack of attribution of these differences to a defined and specific cross-section or typology of product-, service-, and donation-focused social

ventures. The following thesis provides that structure by layering a business model typology onto analysis, thereby allowing information to be more structurally and systematically scrutinized.

#### **IV. METHODOLOGY**

The business model typology distinguishes social ventures into three categories: product-focused, service-focused, and donation-focused social ventures. I assess each case along three dimensions: culture, marketing, and operations. These dimensional categories are further broken into several proxies that help both the researcher and reader better understand each case and characterize each dimension. The propositions, measures and variables, sample definition, analysis methods, and further discussion of the methods are outlined below.

##### ***4. 2 Propositions***

Current literature supports the idea that these dimensions are important in defining what exactly a social entrepreneur is, and the application of these dimensions to the identified typology can further define the new and innovative industry of social entrepreneurship. Understanding the cultural attributes within the field can help practitioners be more aware of how things like mission strength and community involvement change as different business models are used, understanding nuances within marketing can support social entrepreneurs in creating materials and branding that align best with their venture, and understanding the differences in operations can help hopeful entrepreneurs understand what it may take to create a social business through one of the identified models of the typology.

Since this thesis aims to better understand each case along the three aforementioned dimensions, my propositions focus on the existence of differences between the business models on specific dimensions. Upon analysis of the results from the thesis, a revised set of propositions will be presented based on the following initial propositions:

***P1: From a cultural perspective, there are differences among product-focused, service-focused, and donation-focused social ventures.***

Culture is a distinct factor when looking at how social entrepreneurs differ from traditional entrepreneurs. A greater sense of community-focus and shifting values (e.g. away from solely generating profits) permeates the whole company. This manifests itself in a company's mission statement, the way the firm supports partners within the community, and the benefits it gives its employees. Since culture is such a defining characteristic of social ventures in general, it is of interest to see if culture is further nuanced within this niche industry. Howard Schwartz and Stanley Davis (1981) posit that culture is heavily dependent on the business strategy that a firm chooses to pursue. Since firms of different business models and strategies serve certain populations in their own unique ways, one can expect the resulting culture to transform based on that purpose. Drawing on examples from the local community, a product-focused company like *ASIYA* may engage with a smaller portion of the community because its product is so niche, while a broad donation-focused organization like *Finnegan's Brewery* may have a culture of wider involvement since it is not tied to helping one demographic.

***P2A: From a marketing perspective, there are minor, if any, differences between product-focused and service-focused social ventures.***

***P2B:*** *From a marketing perspective, there are differences between donation-focused ventures and product/service-focused social ventures.*

Social entrepreneurs pride themselves on a deeper focus on fulfilling a mission and promoting social good. A large part of any ventures' success is also found in its ability to communicate that message, vision, and mission to the market it serves and the surrounding community. Through social media, press releases, and other public connections, a social venture is able to focus and communicate its marketing and messaging in a way that aligns with its broader goals. Since both product and service ventures rely on their specific mission-driven products and services keep the business running, one might expect their marketing to focus more on mission fulfilment because it is a driving force behind their offerings. This is the case for product-focused venture *ASIYA*; its marketing focuses heavily on how its sportswear empowers young Muslim women. This might contrast from a donation venture that uses its earnings from its quality product/service to benefit a market in need, resulting in marketing that focuses more on the marketable traits of a traditional business, product, or service. This dimension is important to look at among the different models because it is such a contributing success factor to social entrepreneurs as a whole and how they connect with their target customers.

***P3:*** *From an operational perspective, there are differences between product-focused, service-focused, and donation-focused social ventures.*

Outside of social entrepreneurship, the operations of service and product organizations are clearly different. Capital structure, team structure, and supply chain, among other factors will change based on whether or not a product is being made and whether or not the people providing the service are the most important asset. Within social entrepreneurship,

these differences are further accentuated because of the frequently added constraint of making less money. It is important to understand these differences as future social entrepreneurs identify the best model to use for his or her start-up.

By aggregating the information described below and grouping them into their respective business model groupings, I review support for the stated propositions.

### ***4.3 Measures and Variables***

The independent variable, the characteristic that I am choosing to vary on, is business model. As described in Section 2.1, the product/service/donation classification seemed to be collectively exhaustive and categorical of all existing social entrepreneurs. Outlined in Table 4.3.1 located in Appendix C is a description of typology to clarify the distinct criteria and differences and provide insight into selection of the sample.

The dependent variables, the aspects on which I will be gathering information and assessing differences, are grouped into three key dimensions: culture, marketing and brand awareness, and operations. Outlined in the Table 4.5.1 (Appendix C) are the specific mechanisms by which each key dimension will be organized and measured.

### ***4.4 Sample Selection***

Eight total cases were chosen for the purposes of this thesis (3 product-focused, 3 service-focused, and 2<sup>1</sup> donation-focused ventures). This sample was selected from a large database of Certified Benefit Corporations (B Corps). The sample was chosen from a pool of Benefit Corporations because this was the most standardized classification of social ventures that existed. It was also a uniform source of information to compare each social

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<sup>1</sup> Only two donation-focused organizations existed when applying the control filters on the Certified B Corps. Though this model exists, it is the least frequently occurring form and therefore difficult to observe in abundance using any control filter. Additionally, a strength of qualitative analysis is that it allows research to adjust for these imbalances.



venture. In order to control for confounding variables and as closely as possible limit the source of variation to only the business model, the Certified B Corps were further narrowed to be located in the same area (New York), to be of the same industry (Food/Beverage), and of the same age (less than 15 years old)<sup>2</sup>. These specifications narrowed down the sample to 15 organizations, and 8 were chosen to even out the amount of cases we had to represent each sample.

#### ***4.5 Analysis***

This qualitative information on each of the cases will be collected and examined using an analytical framework that connects the key dimensions (culture, marketing, and operations) to measurable pieces of information (Framework in Table 4.5.1 located in Appendix C). These dimensions were created with existing literature in mind – tying important factors in the definition of social entrepreneurship vs. traditional entrepreneurship and applying them to the typology. The framework assesses social ventures using a combination of a uniform data source (e.g. The B Lab – Certified Benefits Corporation Database) and publicly available information.

After the information is collected using the framework, the findings and insights will be synthesized in order to validate or rework the propositions mentioned above.

#### ***4.6 Assumptions, Strengths, and Weaknesses***

In order for the research and case study to have value, a certain set of assumptions have been made. First, we assume that this typology (business models) effectively captures all the existing social entrepreneurs. This allows for the information to be generalized and

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<sup>2</sup> One of the donation-focused organizations is older than the age control parameter listed. For similar reasons as above, the benefit of the richness and insight of its business model made a compelling argument for it be included in the sample.

applied widely. Second, we assume that the three dimensions I identified are important in defining social entrepreneurship, no less the different models of social entrepreneurship. In essence, we assume that these dimensions are measures worth studying to begin with. Third, we assume that the cases (different companies) are similar enough to make any logical conclusions on differences due to varying business models.

This particular case study analysis provides a set of strengths that can be leveraged. Data source availability and standardization is a large benefit when comparing the different cases. Since a large portion of my data is coming from the B Lab database, it is not only standardized but also vetted to prevent any falsified information. Additionally, case analyses allow researchers to easily deal with imbalances in information (as stated in the sample section of the methodology).

However, this method does have a few limitations. First, the use of proxies to support the key dimensions identified are not validated by existing research. Generally speaking, the specific measures were generated from both experiential and general academic learnings. Second, two to three cases within each business model may not be enough to extrapolate the differences between business models. Finally, the limitations with the donation-focused cases noted in the ‘Sample Selection’ could elicit skepticism on comparability. However, this risk is easily dealt with through qualitative research.

## **V. RESULTS**

The following results will be discussed in relation to the three dimensions identified in the study design, in accordance with the propositions set forth earlier in this thesis. A more detailed summary of results can be found in **Appendices D - L (Tables 5.1.1 – Tables 5.3.3)**

## 5.1 Social Entrepreneurship & Culture

When looking at the product-focused ventures, culture lacks consistent findings except for within 3 of the 6 measures: *Community Involvement*, *Strength of Mission*, and *Mission Drift*. Table 5.1.1 shows that *Language Used*, *Employee Benefits*, and *Founder Influence* varied across the board, with one product-focused organization (Happy Family Brands) touting impressive, creative employee benefits such as Paid Volunteer Time Off and another product-focused organization (Fig Food Company) having little to no added benefits to being an employee. The *Language Used* criteria also had a wide range, with one firm using casual, personal verbiage and another organization taking a more professional approach to its language and culture. For example, Table 5.1.1 shows how Sweetriot's online presence is managed by the CEO herself and writes as though she's casually speaking to close friends. It also shows how Fig Food Company's language exudes professionalism, always referring to the organization as "the company."

However, all product-focused firms did have a strong, well-versed *Mission*, little to no *Mission Drift* (meaning that the mission did not move in apparentness on the website from the beginning of the firm to now), and a moderately high level of *Community Involvement* shown by its B Lab score and average level of community partners and impact focuses, also displayed in Table 5.1.1

### [TABLE 5.1.1 HERE]

Moving to service-focused ventures, similar patterns manifested within culture, where *Community Involvement*, *Strength of Mission*, and *Mission Drift* were the most consistent measures. Table 5.1.2 shows that *Strength of Missions* were high and no more than one click was necessary to locate the mission. Additionally, the missions were always

impactful to a large group beyond just making a specific task or job easier; *Happy Valley Meat Company* promotes “supporting a livable standard of life,” and *Red Rabbit* wants to “encourag[e] kids to explore, learn and grow healthy relationships with food that will last a lifetime.” Table 5.1.2 also shows that little to no *Mission Drift* occurred; the position of the mission did not change from the beginning among all organizations. Lastly, Table 5.1.2 shows *Community Involvement* trended to be impactful but at a lower level than its product-focused counterparts, having the 3<sup>rd</sup>, 8<sup>th</sup>, and 6<sup>th</sup> (out of 8) ranked B Lab Community Scores, an indicator of how involved a firm is with its local community.

**[TABLE 5.1.2 HERE]**

Finally, donation-focused ventures displayed similar trends across the same variables as the previous business models. *Strength of Mission*, *Mission Drift*, and *Community Involvement* all showed that these type of ventures adhere and have adhered strongly to their missions from the beginning. Table 5.1.3 shows that both *Greyston Bakery* and *Rescue Chocolate* donate 100 percent of their profits to community development programs and animal rescue programs, respectively. Table 5.1.3 also importantly shows how both these organizations have the highest and second highest B Lab Community Score.

**[TABLE 5.1.3 HERE]**

Since there was a general lack of consistency within one business model type, it was difficult to compare culture across the business model typology. Because of this, the evidence is inconclusive as to whether or not the business model typology dictates a difference in *Culture*. However, within the broad dimension of *Culture* emerged three meaningful measures: *Strength of Mission*, *Mission Drift*, and *Community Involvement*. The three business model types were similar in the cultural aspects of *Strength of Mission* and

*Mission Drift*. However, each business model type was different in its degree of *Community Involvement*.

## **5.2 Social Entrepreneurship & Marketing**

In general, the marketing differences between business model types came about in the *Relationship with the Press*, but all other measures either varied within one business model of social venture or were similar across the board. Table 5.2.1 – 5.2.3 show that *Social Media Platforms* were not unique (all business models used the major types), all ventures in all business model platforms lacked any *Major Endorsements*, and *Messaging* within one business model wavered between being mission-oriented or product/service-oriented.

The *Relationship with the Press* did differ by business model, with product- and service-focused organizations having a more specific, niche relationship with its press. For example, Table 5.2.1 shows how *Happy Family Brands'* relationships were strong with the parenting and family media outlets such as *Parenting Magazine* and *USA Today Parenting Team* because its product and mission served that population. Another example would be *Happy Valley Meat Company*, whose strong relationships permeate through local food and sustainability blogs that have an emphasis on responsible meat/eating practices. The donation-focused ventures had more diversity of strong relationships, being featured more prominently on widespread news outlets. Table 5.2.3 displays donation-focused ventures' diverse *Relationships with the Press*, including NPR, PR News Release, CBS, LA Times, and more. From the broad dimension of *Marketing* emerged one more specific and meaningful measure of the four measures: *Relationship with the Press*, where level of specialization of the press was the main driver of difference.

**[TABLE 5.2.1, 5.2.2, and 5.2.3 HERE]**

### ***5.3 Social Entrepreneurship & Operations***

Many of the measures assessing operations either varied across every case study or did not display any differences. From the cases studied, social ventures across business models trended towards not having large *Support from Crowdfunding Sites*, no prominent *Donation Solicitation*, and fewer *Large Scale Partners*. The measures of *Company Size*, *Team Structure*, and *Environmental Aspect of Operations* either did not have enough data or varied across each individual case and showed no trend aligned to a specific business model.

One noticeable difference out of the seven measures did arise along the *Supply Chain Considerations* criteria. A more dedicated focus on sustainable sourcing and responsibility in the value chain was apparent in product- and service-focused ventures but not as much in donation-focused ventures. Table 5.3.1 shows product-focused *Happy Family Brands* having 60 percent of its suppliers with a social and environmental certification, *Sweetriot* exclusively sourcing from a fair-trade, trusted partner in Latin America, and *Fig Food Company* using only organic, plant-based, kosher ingredients grown on North American Farms. Table 5.3.2 displays service-focused organizations touting things like sourcing meat from farmers that abide by their animal welfare laws (*Happy Valley Meat Company*) or socially responsible, certified, and transparent suppliers (*Sea to Table*). From the broad dimension of *Operations* emerged this one meaningful measure, where product- and service-focused organizations showed more consideration than donation-focused ventures.

**[TABLE 5.3.1, 5.3.2, 5.3.3 HERE]**

## ***VI. DISCUSSION & PROPOSITION REVISION***

When looking at the results as a whole, there are some larger themes that arise that may be useful in directing future research within social entrepreneurship. Below are four key takeaways through the aggregation and analysis of the results.

First, donation-focused organizations exhibit higher levels of community involvement. The research shows how donation-focused organizations seem to be scored higher on community involvement and generally, have more opportunity to engage with and impact a diverse group of people or cause around them. This could indicate to future social entrepreneurs that to make a more engaging and sustainable impact, a donation-focused business model may be the best model to pursue.

Second, product- and service-focused organizations display more supply-chain/operational considerations than donation-focused organizations. Since product- and service-focused social ventures have a business strategy more explicitly related to a target cause or demographic, it is logical these firms may have more careful consideration of the impacts of their core operations. This is good to note as potential social entrepreneurs think about the appropriate method of making a social impact, because having a product- and service- focused organization requires more effort to incorporate the mission not only in the way it gives, but also the way it operates.

Third, culture has the largest amount of nuances between not just business models, but individual firms. When analyzing culture and the various measures associated with culture, this research found the richest and most nuanced pieces of information. Previous literature that draws out culture as the biggest differentiator within social entrepreneurship is abundant; this thesis further corroborates the previous claims that this dimension is what truly defines social entrepreneurship. It also helps direct future entrepreneurship research

to look at an area richest with nuances and new pieces of information waiting to be explored.

Finally, meaningful differences are most apparent when product- and service-focused organizations are bucketed together compared to donation-focused organizations. Many of the identified measures ended up not exhibiting meaningful differences drawn out from the different types of business models. Furthermore, the business model typology may not even be useful in analyzing future cases of social ventures. However, when one looks at where most of the nuances in the research were generated from, it was usually from the donation-focused ventures, which are characterized by social impact less related to the specific business operations of the firm. In this vein, a more meaningful research classification in the future may be separating ventures with social entrepreneurship activities that are either “core” to the business or “peripheral” to the business operations and strategy.

### ***Revised Propositions***

Resulting from this qualitative research are propositions that build on the previous propositions with significant additions and revisions that incorporate the variables that showed the most nuances:

**P1:** Donation-focused organizations have a more complex, diverse, and overall more dedicated involvement in the communities they serve than product- and service-focused social ventures.

**P2:** Product- and service- focused social ventures are more likely to have niche, specialty press relationships than donation-focused social ventures.



**P3:** Product- and service- focused social ventures display more efforts to make the value-chain/supply chain more sustainable and responsible.

## **VII. CONCLUSION**

By analyzing eight unique cases of social ventures and attempting to understand how a business model classification may elicit differences along three key dimensions (culture, marketing, and operations), one can better understand where differences can be drawn out within social entrepreneurship but also where differences do not arise. This study started off with the idea that business model may dictate clear-cut nuances within social entrepreneurship. Through further research, the thesis found that this typology, for most of the variables, generated no conclusive differences along the broadly identified dimensions.

However, the qualitative nature of the study helped generate new propositions and themes that can inform future academics and potential social entrepreneurs. First, it helped identify *Community Involvement*, *Relationship with the Press*, and *Supply Chain Considerations* as areas that were different due to the business model of the social venture. Second, it can hopefully re-orient future research to look at social ventures along a more meaningful typology; it seems that there is potential for product- and service-focused organizations to be combined as social ventures with “core” social entrepreneurship activities and donation-focused organizations to be classified as social ventures with “peripheral” social entrepreneurship activities.

The future of social entrepreneurship is ambiguous but filled with opportunity. If both academics and practitioners can align in their understanding of the field and agree on what variables really matter to a firm’s success and existence, future impact may gain something it has not had before: clarity.



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**Appendix A:** 8 Cases Identified

Business Model	Company	Founding Date	B Corp Certification Date
Product	Happy Family Brands	2006	2011
Product	Sweetriot	2005	2013
Product	Fig Food Company	2009	2014
Service	Happy Valley Meat Company	2006	2011
Service	Red Rabbit	2005	2014
Service	Sea To Table	2004	2012
Donation	Greyston Bakery	1982	2008
Donation	Rescue Chocolate	2010	2014

**Appendix B:** Table 4.3.1 Business Model Typology

Typology	Product-focused	Service-focused	Donation-focused
<b>Key Characteristics</b>	<ul style="list-style-type: none"> <li>• Sells a tangible product in order to pursue its mission</li> <li>• Product is made for and serves the target population in need</li> <li>• Product may also be created or sourced in a way that promotes the mission</li> <li>• If a product-focused company also donates part of its product, sales, or equity, it will still be classified as a product-focused firm. Donation is peripheral.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides a service, physical or remote, to a given population in need</li> <li>• Service eliminates a barrier or relieves a stressor resulting in some form of social utility</li> <li>• If a service-focused company also donates part of its product, sales, or equity, it will still be classified as a service-focused firm. Donation is peripheral.</li> </ul>	<ul style="list-style-type: none"> <li>• May sell a product or provide a service, but they are not directly related to its mission</li> <li>• The donation of all or nearly all of its product, sales, or equity, to a cause or causes is the largest effort to pursue mission</li> <li>• A venture is only classified as donation-focused if its product or service themselves do not support a target population in need</li> </ul>

Appendix C: Table 4.5.1 Analysis Framework

Dimension	Variable	How will it be measured?
<b>CULTURE</b>	Language Used (casual, moderate, formal/business oriented AND description of type of language)	Look at original public documents AUTHORED and CREATED by the organization (blogs, newsletters, videos, site content, etc.) and categorize language usage as casual, moderate, or formal.
	Community Involvement	Do they have partnerships with local organizations? Do they give back time/money? Do they socialize or educate the surrounding community? Additionally, take into account the B-Lab scores related to 'Culture' (See Exhibit 1)
	Strength of Mission	Analyze number of clicks required to land on mission. Next, assess how focused and impact oriented the mission is on improving the standard for others/the surrounding community.
	Mission Drift	Archive the company website and note how the mission has changed over time/if it has moved in importance based on placement on site
	Employee Benefits	Look at the company website/careers page or B-lab employee highlights: Is it enticing? Do people have reasons to work there? What are the benefits?
	Founder Influence	Assess how prevalent/well displayed the founder's story is on its website
<b>MARKETING</b>	Social Media Platforms	Look at how many social media sites they have and operate
	Relationship with the Press	Search on the web: Are there many mentions in the press? Have they been mentioned in an abundance of high profile websites (i.e. buzzfeed, techcrunch, etc.), Have they won awards through third party organizations?
	Endorsements	Do they have major endorsements/usage by celebrities or high profile individuals?
	Messaging	Look at advertisements and other publicly available marketing materials: is the messaging mission-focused or product/service benefit-focused?
<b>OPERATIONS</b>	Support from Crowdfunding Sites	Look at public domain sites (Indiegogo, GoFundMe, others): Do they have crowdfunding sites/did they source money from the people?
	Donation Solicitation	Is there an ask from the organization on the website to solicit donations - is this a highly publicized function/ask?
	Company Size	How many people work at this company?
	Team Structure	How many founders do they have? What are the structure of teams: vertical vs. horizontal? Who has responsibility for certain functions of the organization?
	Supply Chain Considerations	Are their ingredients/products/people sourced responsibly, made with care, an important part of their mission fulfillment?
	Large Scale Partners	Are there national, greater than local, organizations that this firm works with or is endorsed by?
	Environmental Aspect of Operations	Are there any other parts of its business, unrelated to the product, that help the environment (e.g. Green Buildings)?



**Appendix D:** Table 5.1.1 Product-focused ventures and Culture

Dimension	Variable	Happy Family Brands	Sweetriot	Fig Food Company
<b>CULTURE</b>	Language Used (casual, moderate, formal/business oriented AND description of type of language)	Very illustrative language, emotion filled: A lot of variations of "happy." A lot of 'We' language is used as well (indicating a more community based way of communicating)	Casual, intimate language: Twitter is run and tweeted from Sarah Endline (the CEO) - as if it's a personal account. Also puts out a blog that sources ideas, such as art, from the community. Very personal language.	Professional. Language used on the website lacks a personal touch, always referring to the organization as "the company." Language is still focused on the mission somewhat, but not as emotion-filled.
	Community Involvement	Started "Happy to Help" - an initiative that partners the organization with other game-changing organizations committed to social goodness. 7th ranked community score.	Supporting a women-owned company. Works with organizations like AIESEC, GenArt, NetImpact, Reciprocity Foundation. These are all organizations that emphasize diverse and cultural learning for participants. 4th ranked community score.	Not much publicized on the public domain. However, B-lab score is the largest in community within the product-focused organizations. 5th ranked community score.
	Strength of Mission	0 clicks. Main mission is to help others who have immediate relation to us - "OUR kids, OUR babies, OUR toddlers." "Saw a social imperative to address the health issues linked to childhood nutrition." Providing NUTRITIOUS PRODUCTS, TRANSPARENTLY.	0 Clicks. All natural healthy chocolate treats were the main motivation. Not really the strongest mission portrayed on the landing page of their website. 1 click for the actual mission: to create a more celebrated multicultural world for the organization.	1 click - but labeling of the page is not prominent or explicitly dedicated to the mission. Mission is defined as addressing "health, fossil fuel independence, and greenhouse gas emissions." By consuming these plant based foods, people can help improve the environment
	Mission Drift	0 clicks to get to mission at the beginning. Has transformed from making <i>baby</i> food as healthy as possible, to making <i>family</i> food as healthy as possible.	2 clicks at the beginning. Expanded quite a bit from "To create a more just and celebrated multicultural world for our next generation."	0 clicks at the beginning. The mission was a lot more central, though less well developed, at the beginning of the company.
	Employee Benefits	Workers are paid a livable wage, health insurance, >26 days PTO, PTO for volunteer services as well. 12 weeks of paid leave for	Health care stipend; a lot of one on one coaching. Nothing intense, but that could be due to size	N/A
	Founder Influence	2 clicks. Talks about the founder's mom friend struggle to find healthy options for her baby - and she apparently found her purpose after that. HIGHLY prevalent story - the website literally takes you through a journey of the beginnings of the company	Founder story is not prominently featured on the website. A few sentences are all that can be found after 2 clicks from the landing page - founding was not based on passion for chocolate but rather from the opportunity to make an impact on the world	Not prominently featured on site

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

**Appendix E: Table 5.1.2 Service-focused ventures and Culture**

Dimension	Variable	Happy Valley Meat Company	Red Rabbit	Sea to Table
<b>CULTURE</b>	Language Used (casual, moderate, formal/business oriented AND description of type of language)	Casual to moderate. Language used on the site is very "we" oriented, and focused on delivering good to its partners. A very personal touch, but not completely casual. Non-emotional language, but still very mission-focused. Also displays a "Welfare Commitment."	Moderate to professional. The organization tends to use less personal language - orienting them as a more of a company with a social mission rather than a member of the community itself. When looking at the language the founder uses, in press interviews, it is all characterized by "making a change" to the "broken {school food} system." Really focuses on the entrepreneur journey and story. Company blog also focuses on bettering the school systems around and surrounding kids.	Moderate. Uses impersonal, very transactional language, but inserts colloquialisms/puns ("hooked yet?" and "almost as if you caught it yourself.") to make it somewhat more casual. Within the blog, there is a lot of language focused around family - it's a combination of cooking tips and factual based studies and research. Dimin interview in PBS notes a lot of "support of local fishing communities."
	Community Involvement	Benefits to Farmers: Farmers set the price of meat to support a livable standard of life. Gives small farmers access to niche and interested markets. Benefits to Chefs: has the convenience of big meat packers, but the traceability of small farmers via name sharing. 3rd ranked community score.	Direct business benefits the local school community's children and works closely with partner schools. Additionally, the firm provides access to information about healthy eating/living on digital outlets. Focuses on educating kids, teachers, families, and communities about healthy living. Donates leftover food to community organizations in need of healthy food. 8th community score.	NOAA fisheries, Monterrey Bay Aquarium Fish Watch, Slow Food, on the same page as their mission. It is very well advertised on the site. Donate 1% of sales to charity. 6th ranked community score.
	Strength of Mission	0 clicks. "Our mission is to forge a direct connection between chefs and farmers to improve the lives of the people and animals that feed us." While the products themselves are sustainable, the focus of the mission is very much on the impact to the community.	0 clicks. Mission is to "provide all children with access to nutritious, made from scratch meals in school, while encouraging them to explore, learn and grow healthy relationships with food that will last a lifetime."	1 click. Main goal: making sustainably caught seafood available to everyone - ACCESS
	Mission Drift	0 clicks. Mission has remained the same since the beginning of the organization.	0 clicks at the beginning. Mission has become more all-encompassing - less focused on the service and food - and has become more focused on reaching/uplifting larger portions of society and the community.	0 clicks at the beginning. 3 main headings with holistic descriptions underneath. Seems to be more prevalent and upfront at the beginning than it currently stands.
	Employee Benefits	N/A	Round-the-clock access to great tasting, made from scratch. Health and Dental Insurance. Work in a WeWork office - free beer, conversation, coffee. NYC based. capitalizing on the start-up, mission-based feel.	>26% above hourly living wage paid to all employees, >80% of employee health insurance premiums covered, all employees have professional development opportunities & fully employee owned
	Founder Influence	Not prominently featured on site	Not prominently featured on the site - but very prominent in all the press publications	1 click, very prevalent and story driven on their website. Born out of the love for marine life and wanted to share that with others

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

**Appendix F:** Table 5.1.3 Donation-focused ventures and Culture

Dimension	Variable	Greyston Bakery	Rescue Chocolate
<b>CULTURE</b>	Language Used (casual, moderate, formal/business oriented AND description of type of language)	Moderate: Language is neither extremely professional nor extremely casual; focuses very heavily on the community building aspect and does not focus on the quality of the brownies very much. All pages on the site (mission, about us, etc.) is centered around support, community, equality, etc.	Casual to Moderate: The advertisements and wording are mission focused with a touch of personal (story driven) verbiage. Kitschy in some of its phrasing (e.g. "the sweetest way to save a life!") - but overall, focused on the mission and business-oriented
	Community Involvement	100% profits go to community development work, 100% company goes to non-profit work, >40% of management and board from excluded populations, 84% employees from low income communities, 100% of employees work in low-income communities. Programs are centered around workforce development, early learning, affordable housing, and community gardens. Highest Overall B-lab and Community score.	Partner with Foster Dogs, Inc., company gives 100 percent of net profits to animal oriented charities. Huge list of partners in the community, along with 1 large beneficiary every year. 2nd highest Overall B-lab & Community score.
	Strength of Mission	0 clicks: Main goal: "promote thriving communities & community development, focus on human growth and potential" through open hiring - COMMUNITY	1 click. Strength of the mission statement itself is not very strong, but the message is embedded in a lot of detail on the "Who We Are" landing page. It is also heavily embedded in every product that the organization sells - with each product focused on spreading awareness for a particular breed/foster/animal issue
	Mission Drift	Unattainable at the beginning. Much more prevalent and well-developed as time went on.	0 clicks at the beginning. The mission statement is still not as prominent and direct, but it is displayed at the same capacity
	Employee Benefits	Open hiring policy, >5% profits shared with employees, >80% health insurance premiums paid for 6+ weeks maternity leave	N/A
	Founder Influence	2 clicks. Not very explicit on the website, and located on a page that outlines the community programs - not really one that everyone may necessarily see or go to	1 click. Very detailed and fleshed out - story is a driving force behind the mission and finding of this organization. Whole page dedicated to telling the story.

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

**Appendix G:** Table 5.2.1 Product-focused ventures and Marketing

Dimension	Variable	Happy Family Brands	Sweetriot	Fig Food Company
<b>MARKETING</b>	Social Media Platforms	Facebook, Twitter, Pinterest, YouTube, Instagram	Facebook, Twitter, Instagram, Pinterest, Blog	Twitter, Facebook, Instagram
	Relationship with the Press	Strong rapport built with more niche, parenting/family oriented blogs and magazines. Buzzfeed. Parenting Magazine. USA Today Parenting Team.	The NYT, Today Show, Women's Health, People Magazine, Hungry Girl, and Good Morning America have all featured this organization. Extremely well renowned by the press - the WSJ wrote an article about how much press they were getting. Also showed up on Inc.'s list of Top 100 Food and Beverage companies	PR Newswire: "Fig Food Company brings Delicious, Heart Healthy Soups to Consumers." Won "Clean Choice Award" from Clean Eating Magazine two years in a row.
	Endorsements	No major endorsements	No major endorsements	No major endorsements
	Messaging	All the marketing messaging, social media, and other advertising is very family focused. "Join our family" "for your kids, toddlers, children, etc." Very family oriented.	Not many advertisements/marketing to analyze other than what shows up on their home page. From their home page, the marketing aspect really incorporates their mission deeply - makes it a central part of the messaging and benefit to the company. Not necessarily product benefits, but mission/societal benefits.	All marketing talks about the health benefits of the product, rather than the fulfilment of the mission or the benefit to society itself. Social media points to articles that talk about benefits of clean eating, natural foods, plant-based products, etc. No explicit ties to "mission."

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

**Appendix H:** Table 5.2.2 Service-focused ventures and Marketing

Dimension	Variable	Happy Valley Meat Company	Red Rabbit	Sea To Table
<b>MARKETING</b>	Social Media Platforms	Instagram, Facebook, Twitter	Instagram (myredrabbit), Facebook, Twitter	Instagram, Facebook, Twitter
	Relationship with the Press	Featured on "Edible Films," YouTube channel. The Daily Beast: "The Bioethicist Turned Butcher." A lot of support from more niche, food focused news platforms that have an emphasis on responsible meat/eating practices.	Very strong relationship with the press. Forbes, The Atlantic, Huffington Post. Interesting observation is that many of the features talk about Rhys Powell (president and founder's) story. Organization was named "Manhattan Small Business of the Year 2013" and Crain Magazine's "40 under 40" for Powell.	National Geographic "A Family Business Connecting Fishers and Chefs," NYT "Is that Real Tuna in Your Sushi?", PBS "Can the seafood industry get Americans to eat Local Fish?"
	Endorsements	No major endorsements	No major endorsements	No major endorsements
	Messaging	Very mission-focused. Emphasis on how their process engages with the local community and really aims to improve the lives of the farmers and chefs they work with. The product and process is transparent and efficient, but much of the advertising is aligned with its mission.	Not very much marketing material available, but message of the organization is very mission-focused. Service and food is high quality, but value-add is really in the societal benefit.	Not the strongest emphasis on their mission - definitely apparent but the most prevalent. A lot of the messaging and value proposition comes from the "naturalness" of products - the fact that it's sustainably sourced. Helping the community is seemingly a side goal.

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

**Appendix I: Table 5.2.3 Donation-focused ventures and Marketing**

Dimension	Variable	Greyston Bakery	Rescue Chocolate
<b>MARKETING</b>	Social Media Platforms	Instagram, Facebook, Twitter, Vimeo	Twitter, Instagram, Facebook, Pinterest, Twitter
	Relationship with the Press	Mentioned in NPR, PR News Release, Huffington Post, CBS.	Mentioned in CBS, LA Times, Philadelphia Inquirer, and The Voice, all for their great work for the local animal community in which they serve
	Endorsements	None; only businesses	No major endorsements
	Messaging	Messaging is embedded with mission everywhere. Never about the high quality of their product, it always talks about the community that built it, the open hiring policy - "Generations of poverty and unemployment can be reversed. A single individual's ability to find and keep a job can have profound repercussions throughout a community: inspiring hope in families, neighborhoods and among local businesses." Messaging of inclusion and diversity dominates	Messaging is very focused on the mission as main selling point. While the chocolate itself is of high quality, much of the value addition focuses on "saving a life" and "helping a dog in need."

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

**Appendix J:** Table 5.3.1 Product-focused ventures and Operations

Dimension	Variable	Happy Family Brands	Sweetriot	Fig Food Company
<b>OPERATIONS</b>	Support from Crowdfunding Sites	None	Yes, Indiegogo campaign in 2013 raised 100% of its goal funding	None
	Donation Solicitation	No donation solicitation on website	No donation solicitation on website	No donation solicitation on website
	Company Size	51-200 employees	2-10 employees	2-10 employees
	Team Structure	Founder (CEO) and Founding Partner (COO) + a ton of other employees. Have pictures of all of them on the website, and they all have kids	Team of 4 with a very diverse set of duties; all share a passion for health and healthy living	N/A
	Supply Chain Considerations	>60% of Significant Suppliers have a third party, social/environmental certification. >75% of printed materials use recycled FSC paper and soy-based ink, Purchased recycled and sustainable office supplies. ALL INGREDIENTS must be free of toxic pesticides, fertilizers, and GMOs	Source from a trusted partner in Latin America, has to be Fair Trade ingredients	Made of ingredients grown on North American farms, 100% plant based, certified organic, and kosher. Minimal salt is used in the process.
	Large Scale Partners	Doctors Without Borders, UNICEF	None	None
	Environmental Aspect of Operations	Implemented energy and water efficiency improvements and waste reduction programs in corporate facilities	None, other than supply chain considerations	All packaging is BPA free

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

**Appendix K:** Table 5.3.2 Service-focused ventures and Operations

Dimension	Variable	Happy Valley Meat Company	Red Rabbit	Sea To Table
<b>OPERATIONS</b>	Support from Crowdfunding Sites	None	None	None
	Donation Solicitation	No donation solicitation on website	No donation solicitation on website	No donation solicitation on site.
	Company Size	2-10 employees	51-200 employees	11-50 employees
	Team Structure	N/A	One main founder - but N/A on team structure	N/A on team structure
	Supply Chain Considerations	Meat is sourced from local farms that are verified to abide by HVM's animal welfare laws	Ingredients are regionally sourced	44 traditional fishing communities from Alaska to Maine, 1000+ chefs in 46 states, only sources wild, domestic, sustainable food, and TRACEABLE. 90% of suppliers have third-party social or environmental considerations
	Large Scale Partners	None	None	None
	Environmental Aspect of Operations	None, besides supply chain considerations	Use and encourage schools to use their reusable dishware, utensils, serving and food containers, and eliminate the use of Styrofoam. Additionally, leftover food is donated to organizations in need in the community.	None, other than supply chain considerations

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

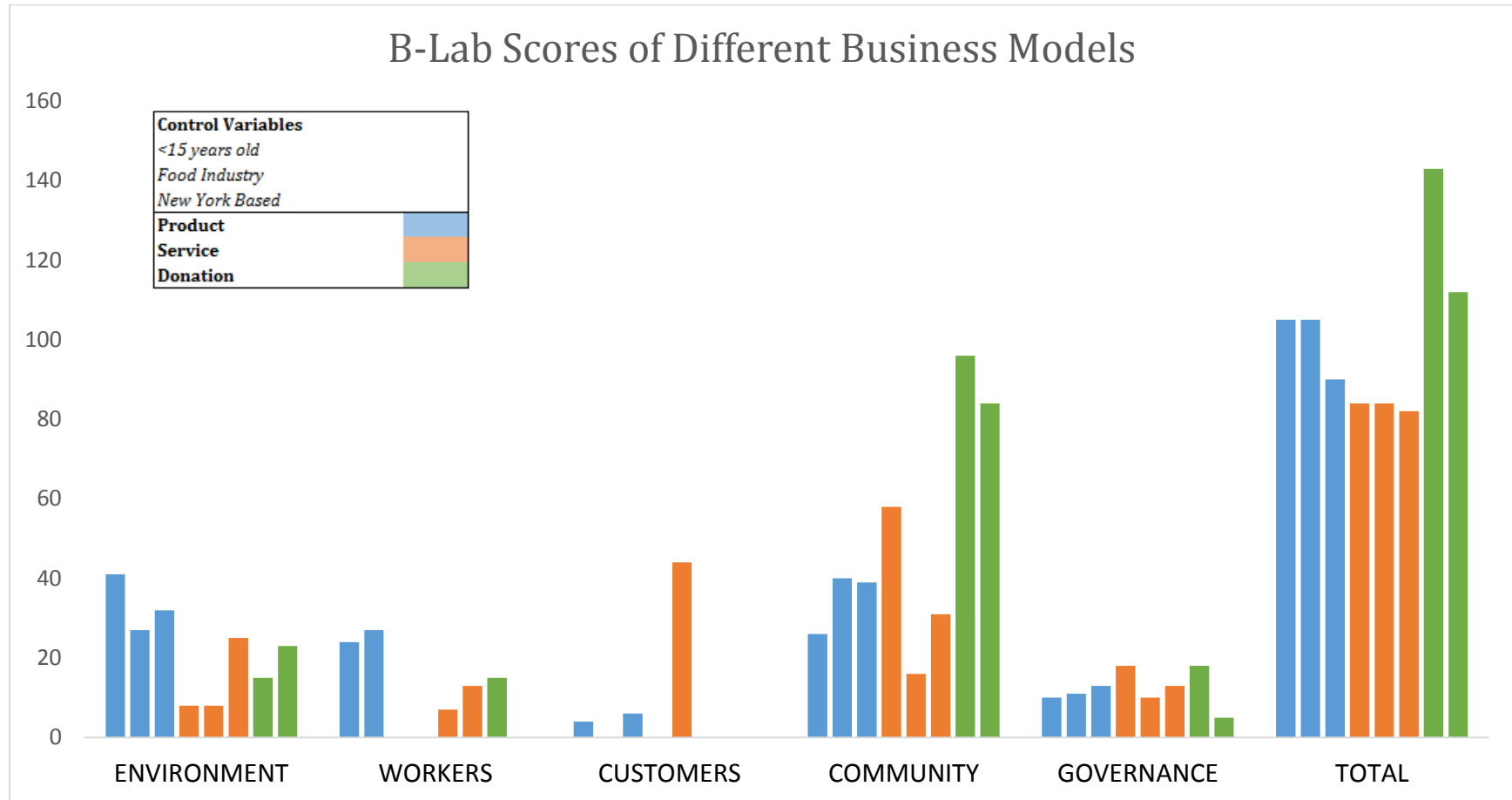


**Appendix L: Table 5.3.3 Donation-focused ventures and Operations**

Dimension	Variable	Greyston Bakery	Rescue Chocolate
<b>OPERATIONS</b>	Support from Crowdfunding Sites	Indiegogo Campaign for 25K to expand in 2013, raised a little less than 50% of its goals	None
	Donation Solicitation	Donate now button located at the top of the website; no big push for donations other than the button present	None, just efforts to sell more of their product
	Company Size	130-person staff, \$10 million for profit organization	1 employee
	Team Structure	100% facilities certified LEED (Leadership in Energy and Environmental Design), 1 LEED certified factory	N/A
	Supply Chain Considerations	None	Fairly traded, vegan, organic, kosher. >60% of COGS was spent with local independent suppliers 200 miles within where end product is used. >60% of materials have third party social and environmental certification or approval.
	Large Scale Partners	Ben and Jerry's, Whole Foods	None

Research from the table was gathered from the B Lab, Company Websites, and various media outlets outlined in **Appendix N**

## Appendix M: B Lab Scores for 8 Cases



## Appendix N: Sources Used for Case Analyses

1. <https://consciouscompanymedia.com/sustainable-business/whats-the-difference-between-a-b-corp-and-a-benefit-corporation/>
2. <https://www.bcorporation.net/what-are-b-corps/about-b-lab>
3. [https://www.bcorporation.net/community/find-a-b-corp?search=&field\\_industry=Food+%26+Beverage&field\\_city=&field\\_state=New+York&field\\_country](https://www.bcorporation.net/community/find-a-b-corp?search=&field_industry=Food+%26+Beverage&field_city=&field_state=New+York&field_country)
4. <https://www.bcorporation.net/community/greyston-bakery-inc>
5. <https://www.bcorporation.net/community/sea-to-table>
6. <https://www.bcorporation.net/community/happy-family-brands>
7. <https://www.bcorporation.net/community/sweetriot>
8. <https://www.bcorporation.net/community/fig-food-company-llc>
9. <https://www.bcorporation.net/community/rescue-chocolate>
10. <https://www.bcorporation.net/community/happy-valley-meat-company>
11. <https://www.bcorporation.net/community/red-rabbit>
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